

Rebuilding Our Transportation Vision Workgroup

Meeting 4 Summary

The meeting was held virtually on Friday, August 7, 2026, from 9 a.m. to 2:15 p.m. and was also streamed online via YouTube. The meeting recording and materials are available at [Rebuilding Our Transportation Vision Workgroup](#).

The Workgroup discussed early subgroup findings, priorities, and tradeoffs; heard from other states' transportation funding and delivery approaches; and learned about major transportation projects.

Attendees

Members

Grace Crunican – Co-Chair
Ted Aadland
Travis Brouwer (*non-voting alternate*)
Julie Brown
Gale Castillo
Dan Dorran
Tyler Frisbee
Jeff Gritz
Chris Hagerbaumer
Patrick Nofield
Jim Trett

Absent

Bruce Hanna – Co-Chair
Chris Warner (*non-voting*)

Panelists

Serge Phillips, Minnesota DOT
Samantha Silverberg, Massachusetts DOT
Emily Haddaway, Colorado DOT
Carlos Bracerias, Utah DOT
Everett Wild, City of Wilsonville
Michael Shannon, Hood River
Ryan Oster, City of Bend

Subgroup Chairs

Jameson Auten, Lane Transit District
Thomas Baker, The Street Trust
Lee Beyer, Oregon Transportation Commission
Anthony Castaneda, SEIU
Jana Jarvis, Oregon Trucking Association
Duncan Wyse, Oregon Business Council

Staff

Kelly Brooks, Office of the Governor
Susan Peithman, Amanda Pietz, Tova Peltz, Erik Havig, Meliah Masiba, Kat Silva, and Daisy Cortes, ODOT
Brandy Steffen, JLA Public Involvement

Public

Roughly 51 people watched live on YouTube.

Media

<https://oregoncapitalchronicle.com/2026/08/07/oregon-looks-to-how-other-states-fund-their-transportation-needs/>
<https://elkhornmediagroup.com/oregon-transportation-workgroup-meets-friday/>
https://www.centraloregondaily.com/news/regional/oregon-transportation-funding-survey-pulled-offline/article_f0f50e60-ce3e-5013-9dea-89a14f916c8e.html

<https://redmondspokesman.com/2026/08/10/editorial-how-should-oregon-pay-for-roads/>

Opening Remarks

Co-Chair Grace Crunican welcomed members, subgroup chairs, staff, and participants joining on YouTube. She framed the meeting around three purposes:

- Early subgroup findings, priorities, and tradeoffs.
- Other states' transportation funding and delivery approaches.
- Major transportation projects.

Subgroup Report-Outs and Discussion

Grace thanked the subgroup chairs for joining the meeting and invited them to share early findings, priorities, and tradeoffs from their subgroup meeting discussions. Grace introduced the Subgroup chairs, Jameson Auten for Transit, Thomas Baker for Safety and Livability, Anthony Castaneda for Maintenance and Operations, Duncan Wyse for Finance, Jana Jarvis for Freight, and Lee Beyer for Major Projects.

What are the two or three most important things the Workgroup should understand about your subgroup's area?

Transit

Transit providers are already reducing service and restoring it later will be difficult. Rising costs, workforce needs, vehicle availability, and reduced rail service are putting pressure on urban, rural, and connective transit.

Safety and Livability

Safety trends are worsening. However, investments such as Safe Routes to School can save lives while improving community livability.

Maintenance and Operations

Safety is the top priority and is tied to the state's economic vitality. The second priority is taking care of existing assets before expanding.

Finance

Our goal is to build a more coherent picture of Oregon's transportation system. The current system is fragmented across city, county, and state roads, so we do not have a full, organized understanding of the overall roadway conditions, needs, funding, and local options. We will provide unbiased funding options for the broader committee to consider.

Freight

Oregon needs to maintain reliable freight routes and preserve redundancy/alternate routes for north/south and east/west travel. The group wants to protect and strengthen Connect Oregon as a major non-highway funding

source. Truck parking is one immediate opportunity that has available federal grants, but no matching state funds.

Major Projects

Major projects often originate through the legislature, documenting early cost estimates that rise as design advances. Members suggested separating basic operations and maintenance funding from major project funding, as well as establishing clearer, consistent project development and review processes.

What priorities are becoming clear through your subgroup's discussions? What two or three priorities or issues have the strongest agreement?

Transit

Priorities include stabilizing and expanding transit service, increasing funding, addressing the state funding contribution that Oregon makes compared to national averages (11% compared to 24%), and recognizing the statewide benefits of passenger rail and local transit, which, if removed, will result in lost productivity and roadway congestion.

Safety and Livability

Priorities include providing data-driven safety investments, increasing teen driver education, recommending low- and no-cost policy changes, and restoring programs that have demonstrated safety benefits (such as Safe Routes to Schools).

Maintenance and Operations

Priorities center on keeping the existing system safe and reliable, including bridges, guardrails, striping, emergency response, wildfire evacuation routes, and basic infrastructure condition.

- There was a request to see the past 20 years of congestion statistics for geographically specific areas.

Finance

Priorities include clarifying the fragmented city, county, and state funding system and evaluating both current and new revenue options across the full transportation network.

Freight

Priorities include preserving reliable routes, addressing key bottlenecks, strengthening north-south and east-west alternatives, supporting non-highway freight investments, and improving truck parking and grant match capacity.

Major Projects

Priorities include maintaining the existing system first, improving project finance and analysis before commitments are made, phasing projects where possible, and considering tolling or other dedicated funding tools.

Where are the hardest choices, tensions, or tradeoffs? What does the Workgroup most need to understand, validate, or provide guidance on at this stage?

Transit

None of the transit scenarios are desirable because they fall short of Oregon's vision. So, we've been trying to figure out how this affects rural areas, people with disabilities, and low-income families. There needs to be robust conversations around rail and transit funding. Some states have other funds that we don't have in Oregon, such as sales tax. We are also looking at performance measures to clearly show the benefits of transit.

Safety and Livability

We are falling short of our vision and goals. All of these programs are unique and valuable, the data shows they are effective, and there have already been cuts. All of these programs are for the whole state, and we are fighting over scraps.

Maintenance and Operations

The three scenarios only put us on a managed decline of services. There will be some hard decisions to prioritize safety. Tradeoffs include the increasing bridge weight restrictions and seismic needs with maintenance needs. Plus the limited workforce capacity that will result from staffing cuts and deciding how to use their time when they are stretched very thinly.

Finance

There is the short-term assignment of 20% increase. We are looking at current and new funding revenue streams. To what degree do you want to think long-term, because we can't solve this in one session.

Freight

Tradeoffs include communicating the value of the state's transportation assets, addressing the deterioration of the system, and ensuring that multimodal freight programs have reliable funding support. Plus, need to help people understand how they are paying a comparatively small amount for transportation. There are land use and process issues (DOJ review for contracts) that are affecting projects which support freight. Connect Oregon needs a program for all modes.

Major Projects

There is a big tension between maintaining what we have and the desire to do new projects. Tradeoffs include the return on investment for projects and how these projects interact with environmental and community goals. Plus determining when user-pay tools, such as tolling, are appropriate.

Learn from Other States

Grace introduced the state panel and asked members to listen for:

- How states diversified and stabilized transportation funding.
- What was required to build legislative and public support.

- How additional funding was connected to accountability and outcomes.
- How states support transit and local governments.
- What lessons may or may not transfer to Oregon.

Serge Phillips, Minnesota DOT

Funding: Minnesota has the fourth highest amount of highway miles in the US. The state has relied on a mix of broad-based revenue, user-related fees, and targeted local programs rather than a single funding source. Funding sources include:

- fuel tax (indexed to construction CCI up to 33.7 cents/gallon)
- motor vehicle sales and registration taxes
- sales-tax-related revenues
- retail delivery fees (50 cents for orders over \$100)
- sales tax for auto parts
- Legislative grant match of \$216M in two years (in 2023)
- dedicated local transportation programs

Transit: Minnesota provides dedicated support for Greater Minnesota transit, tribal and rural providers, and passenger transportation outside the Twin Cities region. Reliable operating support is important because transit providers need predictable funding to maintain service and respond to workforce and inflation pressures. The state provides a team to plan bus rapid transit and light rail transit projects and there is a transit assistant fund to support them, as well as a fund to help buy vehicles.

Local support: Minnesota partners with local governments through dedicated local transportation programs, federal program administration, technical assistance, and district-level coordination. The approach recognizes that smaller jurisdictions often need help navigating federal requirements, matching funds, and project-development processes.

Major projects: Minnesota has eight decentralized transportation districts that select projects. When a project exceeds the capacity of a district, they step in to help move projects forward. They are currently struggling with slow FHWA approval for grants. They often use design/build to deliver projects but are trying Construction Manager/General Contractor (CMGC). CMGC is an integrated approach to planning, designing and constructing a project where owners, designers and contractors work collaboratively to develop the project scope, optimize the design, improve quality and manage cost.

Accountability: Minnesota tracks performance through measures focused on safety, pavement condition, and infrastructure condition. The state is increasing on a variety of rankings including road conditions (2nd best), bike friendly (5th) and state infrastructure.

Samantha Silverberg, MassDOT

Funding: Massachusetts funds transportation through:

- federal funds
- gas tax

- vehicle-related revenues
- tolling
- dedicated sales tax for transit
- local assessments and municipal grants
- FAIR Share Amendment (Funding for Accelerated Infrastructure Repair; 4% surtax only on the personal income above \$1 million, for transportation capital investments and education)

Transit: Boston is the capital and the T is omnipresent and physically connected. There was a transportation reform in 2009, following the “big dig” project, that brought together disparate transit authorities under the T’s authority who now manages the boards and projects.

Funding distribution: Massachusetts’ Governor’s Transportation Funding Task Force reviewed existing and projected transportation revenues and developed recommendations for a long-term sustainable transportation funding strategy. Its “Stabilize, Enhance, Transform” framework called for using Fair Share and federal funding to address immediate operating and infrastructure needs; modernizing existing transportation revenue sources; and evaluating longer-term funding and pricing approaches. The Task Force also recommended dedicating half of Fair Share revenue to transportation over time and leveraging a portion through the Commonwealth Transportation Fund to expand capital investment.

Massachusetts works closely on Transportation Improvement Projects. The state often manages construction after local planning efforts are completed.

Local support and accountability: Massachusetts has used a “stabilize, enhance, and transform” framework to prove to the public that transportation is a large and good investment. By delivering those investments, there are tangible benefits for all users. <https://www.mass.gov/info-details/delivering-on-fair-share-impact-report>

Emily Haddaway, Colorado DOT

Funding: Colorado has diversified their transportation funding through fee-based revenue tied to specific policy goals which are then spent on specific categories, including:

- retail delivery fee (retail/food delivery with no limit/minimum; does not apply to small businesses; 29 cents with a cent increase per year through 2035 and indexed to inflation)
- transportation network company fees
- road usage fee (indexed to gas/diesel)
- EV equalization fee
- tolling, bridge and tunnel surcharges (based on weight)
- short-term rental vehicle fees (\$2/day)
- oil production-related fees for transit and passenger rail (per barrel charge)

Transit: Colorado operates “Bustang” service on I-70, I-25, and rural corridors, though the program faces a future need for sustainable operating revenue. In 2026 they provided a \$9.9 million grant to increase bus service, as well as smaller grants to transit agencies statewide. Federal formula and “faster transit” registration fee that is smaller.

Local support: Landmark legislation passed in 2021 due to a lot of coalition building and was driven by business groups, transit advocates, environmental, urban/rural. The package included \$950 million that was split 60% state; 20% county; 18% municipality/city; 2% other.

Major projects: Colorado organizes project selection around a 10-year plan that sets goals, incorporates public feedback, and is revisited every four years. Projects are moved into a four-year delivery window and evaluated against goals such as safety, sustainability, transportation choice, and maintenance.

Accountability: Colorado tracks progress through quarterly updates and a public dashboard, helping connect major project commitments to delivery status and performance outcomes.

Carlos Braceras, Utah DOT

Funding: Utah has a state law that requires projects to move through a defined process before receiving funding, which comes from:

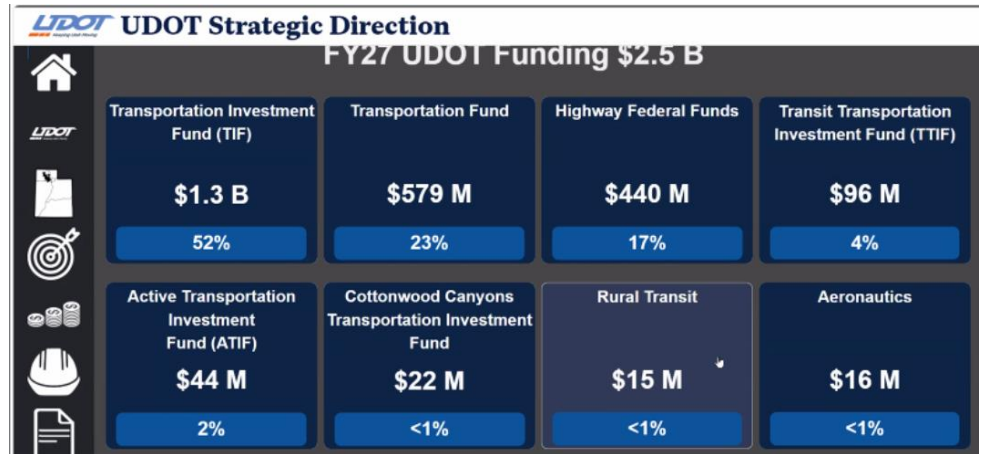
- registration fees (doubled to build capacity projects)
- gas tax (increased 5 cents to build capacity projects)
- local and state sales tax
- road usage charge (implemented in 2020)
- tolling and HOT lanes (have the longest toll/HOT lanes in the US)
- Transportation Investment Fund (TIF): Major state fund for highway capacity projects, generally including projects over \$5 million. Utah has progressively dedicated a significant share of state sales-tax revenue to the TIF; the earmark is 24% in FY 2026 and increases to 26.24% beginning in FY 2027. TIF can support construction, reconstruction and maintenance of eligible state and federal highways.
- Federal funds (focused on bridge deck and preservation projects, as well as heavy rail and transit)

Transit: Utah has increased investment in transit and heavy rail and helps deliver transit capital projects. UDOT requires transit providers to demonstrate operations and maintenance capacity before ownership is transferred. Transit is funded using local option sales tax, federal funds are used to maintain and buy vehicles.

Local support: Utah coordinates around a 30-year, statewide transportation plan to align state and local priorities. Successes are demonstrated and discussed; even bragged about. They have found the greatest success by having local, business, and legislative ownership and finding transportation supporters. Focus on pavement and bridges.

Major projects: In 2015-16, an audit showed that UDOT paid more for consultant service but they were not covering long-term retirement. State staff focus on developing a high-level of project management expertise, ensuring that the staff have experience completing the work/core competencies. They thoughtfully consider what is kept inhouse vs outsourced to ensure the project managers know how to push back on consultants. They currently have \$20 billion in the design cycle and have 1,700 employees who are mostly field people.

Accountability: The state's focus has been to have a very limited government presence with a focus on building infrastructure to provide a level playing field for businesses. Carlos emphasized that trust with lawmakers and stakeholders is built by demonstrating efficiency, admitting mistakes, explaining results clearly, and showing how



transportation investments support statewide goals. There was a requirement that the DOT had to increase efficiency by \$6 million per year, which allowed the funds to be moved towards construction of 41 projects. Maintenance and constructions employees were combined to allow them to move back and forth, and 100 positions were eliminated. They are the second smallest DOT by number of employees. 94% of the work is outsourced. <https://strategicdirection.udot.utah.gov/>

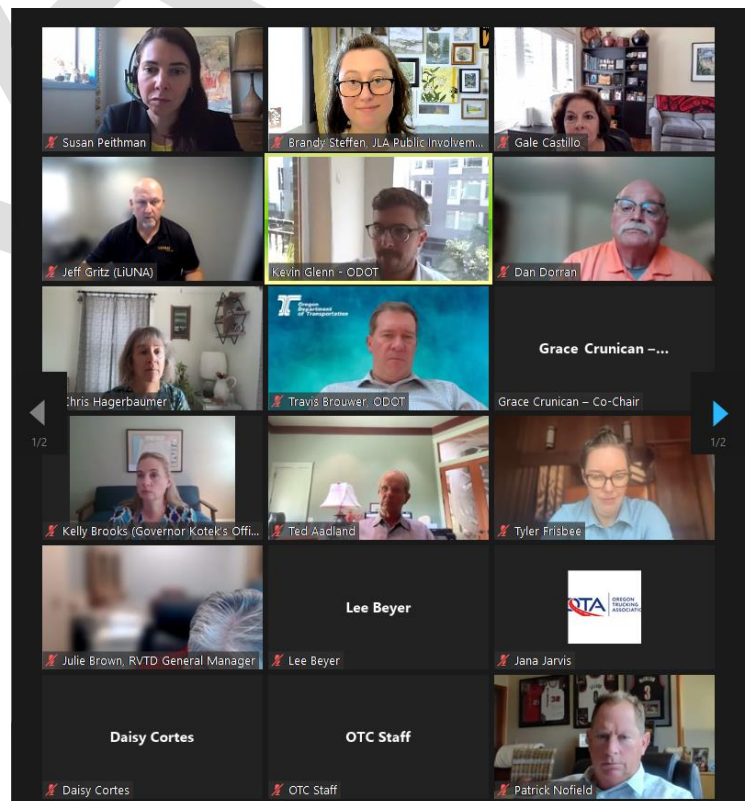
Over five years, starting in 2010, they collected data showing that UDOT couldn't maintain low volume roads. They were then able to get a \$.05 cent tax index and cap at \$.28/gallon.

Public Engagement Update and Workplan Overview

Kevin Glenn, ODOT Communications Director, said public engagement is intended to help address concerns raised during the 2025 legislative session that the public had limited opportunity to participate in transportation funding discussions and wanted more confidence that current and future funds are being directed to the right priorities. He said the engagement effort is intended to reach as many Oregonians as possible and gather input on how the next transportation package should be prioritized. Kevin walked through a draft survey focused on transportation priorities and tradeoffs.

Discussion themes:

- Concern that the survey wasn't specific enough to capture the tradeoffs Oregonians are willing to make, especially when many people want improved service and infrastructure but may not support higher taxes or fees.



- Need to focus on different topics, including how much people currently pay; who owns and maintains different parts of the system; and how city, county, and state responsibilities fit together.
- Need to connect to outcomes such as safety, reliability, accountability, system condition, and access across all modes.

Based on feedback, a smaller group worked with staff to refine the survey before it was distributed.

Susan Peithman reminded the Workgroup that they are halfway through its process and are charged with delivering a report to the Governor by the end of the year. Upcoming meetings will focus on reviewing subgroup recommendations, evaluating prioritization criteria and funding tools, and identifying preferred investments, funding options, and policy actions.

- September: Review subgroup draft findings including cost of inaction and recommendations, discuss prioritization criteria, and begin reviewing funding tool options.
- October: Review final subgroup recommendations and public involvement findings.
- November: Select preferred investments, funding tools, and policy actions and begin resolving conflicts.

Discussion themes:

- Will legislators be engaged again before the final recommendations?
 - There is a standing legislative group that is being kept informed at key decision points and that the Workgroup will provide an update on the Vision process during September legislative days.
- It is important to address efficiency and accountability, including documenting existing ODOT and local agency efforts, identifying potential regulatory or business-practice changes, and clearly explaining how public funds are being used.

Major Projects Panel

Kelly Brooks introduced the panelists: Everett Wild, City of Wilsonville; Michael Shannon, Hood River; and Ryan Oster, City of Bend. She said the panel was intended to help the Workgroup understand what it takes to move large projects forward, including project readiness, local leadership, coalition-building, funding strategies, delivery timelines, and accountability measures.

What problem does/did the project aim to address?

- **Boone Bridge:** Wilsonville identified the Boone Bridge as a major regional bottleneck, with several hours of daily congestion, safety concerns, short merging and weaving distances, and seismic-resilience needs. The bridge carries roughly 128,000 vehicles per day and serves as a key interstate and lifeline connection.
- **Hood River Bridge:** The Hood River Bridge is more than 100 years old, has a low safety rating, is not seismically resilient, and provides a critical lifeline connection for emergency access and communities on both sides of the river.
- **Bend North Corridor:** The Corridor project is at the convergence of US 20 and US 97 at the north end of Bend, where highway traffic, shopping-center access, limited walking and biking facilities, and multiple traffic signals created congestion and safety challenges.

What time and commitment will be/were required to move the project forward?

- **Boone Bridge:** Wilsonville began working with ODOT in 2018 to explore auxiliary lanes and other operational improvements. Subsequent studies examined seismic and capacity needs, and ODOT has continued analysis and geotechnical work. The city is now working to braid funding sources together and prepare for future project-development steps, including environmental review.
- **Hood River Bridge:** The Port of Hood River has been working toward bridge replacement for more than two decades. An effort in 2017 helped establish project funding, leadership capacity, and regional consensus. The project has required coordination between two states, multiple jurisdictions, tribal governments, and other stakeholders and has advanced to approximately 60% design.
- **Bend North Corridor:** Bend's project originated from traffic modeling and planning in the early 2000s, followed by ODOT studies, an environmental impact statement, alternative selection, funding advocacy, value engineering, and phased delivery. Construction began in 2022 and was completed in early 2025, reflecting a roughly 25-year development timeline.

What role could tolling play?

- **Hood River Bridge:** The bridge has been tolled since it opened in 1924 and toll revenue has supported operations, created funding reserves, as well as allowed for bonding and a TIFIA loan. Toll rates must keep pace with inflation and community impacts must be acknowledged.
- **Boone Bridge:** Wilsonville noted that tolling Boone Bridge would have significant local impacts, particularly for the Charbonneau community.
 - Members discussed the implications of limited local connections and alternative structures, as well as the appropriate role of city contributions for state facilities.

What role did local leadership and coalition-building play?

- **Bend North Corridor:** Since major projects cannot be delivered in isolation, ODOT led early project development, while the city, county, developers, and federal advocates helped build the financial model. State funding through HB 2017 was paired with local contributions and a federal INFRA grant, supported by sustained coordination between city staff and ODOT.
- **Hood River Bridge:** The project required broad regional and bi-state leadership, including the Port of Hood River, Oregon and Washington communities, both state legislatures, tribal governments, marine and recreation users, agricultural groups, and a bi-state bridge authority. There is clear local consensus for this project and institutional capacity has helped move the project forward.
- **Boone Bridge:** It is important to build a local, regional, state, and federal coalition to demonstrate a shared commitment to the project. There is support from businesses, local governments, and other stakeholders, which will be essential for project readiness and funding advocacy.

Upcoming Meetings and Next Steps

Grace asked members to review the meeting summary and confirm that they are comfortable with the information presented. She reminded members that the next meeting will be held in person on September 9

August 7, 2026

and will focus on subgroup memos and options. She noted that the remaining work will be more difficult and encouraged the group to stay focused on its charge and the final report.

The Workgroup welcomes public feedback as it develops recommendations to rebuild Oregon's transportation system. Feedback may be sent to RebuildingTransportation@odot.oregon.gov.

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